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Monterey, California





### **THESIS**

MILITARY HEALTH CARE SYSTEM: COMPARING OBSTETRICS COSTS BETWEEN A MILITARY TREATMENT FACILITY AND CHAMPUS

by

Julito Pedrozo Laluan

September, 1991

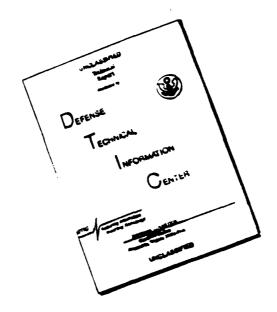
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## Military Health Care System: Comparing Obstetrics Costs Between A Military Treatment Facility And CHAMPUS

by

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#### **ABSTRACT**

For more than three decades, two systems or programs have provided health care for military beneficiaries: (1) the direct care system, whereby beneficiaries obtain health care services from military treatment facilities (MTFs), and (2) CHAMPUS (Civilian Health and Medical Program of the Uniformed Services), a health program in which beneficiaries receive care from civilian facilities. The high cost to DoD of supplying inexpensive medical care, as well as concern over timeliness of service, has prompted many suggestions for reforming the military health care system. Based on the above, the objective of this research is to compare costs between a military treatment facility and CHAMPUS and to determine whether a given MTF can provide inpatient care to its beneficiaries at lower cost than through CHAMPUS. By comparing MTF and CHAMPUS costs, a given MTF can identify those specialty areas in which to reduce costs either by increasing workload (use of recapture and/or normal increase of appointments) or increasing referrals to outside health care providers.



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#### TABLE OF CONTENTS

I.	INTE	RODUCTION	1
	A.	BACKGROUND	1
	в.	OBJECTIVES OF THE RESEARCH	2
	c.	RESEARCH QUESTION	3
	D.	SCOPE	4
	E.	METHODOLOGY	5
II.	THE	E MILITARY HEALTH CARE	6
	A.	OVERVIEW	6
	В.	THE MILITARY HEALTH CARE SYSTEM AND ITS	
		PROBLEMS	6
	c.	UNDERSTANDING MILITARY HEALTH CARE	7
	D.	ACTIVE DUTY DEPENDENTS	8
	E.	RETIREES' AND THEIR DEPENDENTS	9
	F.	OTHER HEALTH CARE SERVICES	10
III.	. TH	HE CHAMPUS PROGRAM	12
	A.	BACKGROUND	12
	В.	THE CHAMPUS PROGRAM AND ITS PROBLEMS	12
	c.	HOW CHAMPUS PROGRAM WORKS	13
	D.	THE CHAMPUS REFORM INITIATIVE	15

IV.	ME'	THODO	LOGY	•	• •	•	•	•	•	•	•	•	•	•	•	•	•	•	•	17
	A.	SOUR	CES	OF D	ATA			•	•	•	•	•	•	•	•	•	•	•	•	17
	В.	OVER	VIEW	OF I	MEPF	RS .		•	•	•	•	•	•		•	•	•	•	•	17
	c.	CALC	ULAT	ING	co	STS	3	US	IN	G	E	PA?	'IE	NT		TR	EA!	ľME	ENT	
		PROT	OCOL	s .				•	•	•		•	•		•		•	•		20
	D.	MEPR	S DA	ΓA				•		•					•	•	•	•	•	20
	E.	CHAM	PUS (	COST	<b>PA</b> G	'A .				•			•	•		•	•	•		22
	F.	METH	ODOL	OGY Z	APPI	IC!	\TI	ON	•	•	•	•	•	• •	•		٠	•		22
v.	DIS	cussi	ON A	IA ON	YALY	SIS	3.	•	•	•		•		• •	•	•	•	•	•	25
	A.	CHAP	TER (	OVER	VIEW	7.			•	•		•	•	• •	•	•	•	•	•	25
	в.	ANAL	YSIS	•				•		•		•	•		•	•	•	•	•	26
VI.	COI	NCLUS	IONS	AND	REC	OMI	ÆN	DA:	ric	ns		•			•	•	•	•	•	32
	A.	CONC	LUSI	ons				•	•	•	•	•	•	•	•	•	•	•	•	32
	в.	RECO	MMENI	DATI	SMC			•	•	•	•	•	•	•	•	•		•	•	34
APP	<b>EN</b> DI:	х а (	PERF	ORMAI	NCE	DES	3CR	IP:	ric	NS	)	•		•	•	•	•	•	•	36
APP	ENDI	хв (	occui	PIED	BEI	DI	¥Υ	DA'	(Aı		•	•		•	•	•	•	•	•	37
APP:	ENDI	X C (	DIRE	CT E	KPEN	ISE	RE	POI	RT)		•	•	•	•	•	•	•	•	•	38
APP	ENDI	XD (	STEPI	NWOC	SCE	<b>IE</b> Dī	JLE	<b>()</b>	•	•	•	•	•	•	•	•	•	•	•	39
8 D D	PAID T	v # /	TTMA:	7 10111	D T ET 1	Car	PTO	N 1	D #F E	A C	٣١									42

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APPENDIX F	(COMPUTATION SUMMARY)	•		•	•	•	•	43
APPENDIX G	(INPATIENT NAS REPORT)	•	• •		•	•	•	44
APPENDIX H	(HEALTH CARE SUMMARY)	•	•		•	•	•	61
APPENDIX I	(SUMMARY OF COSTS/WORKLOAD) .	, •	• •		•	•		65
APPENDIX J	(INPATIENT SPECIALTY)		•		•	•	•	66
APPENDIX K	(GLOSSARY)		•		•	•	•	67
LIST OF REE	FERENCES	. •	•		•	•	•	68
								<b>60</b>

#### I. INTRODUCTION

#### A. BACKGROUND

Champus is the Civilian Health and Medical Program of the Uniformed Services, a Department of Defense program for reimbursing individuals and health care providers for services provided for eligible beneficiaries and retirees. It picks up most of the costs for treatment in civilian medical facilities when military hospitals and clinics are too distant or busy. Basically, the dependents of active-duty members, retirees and their dependents under 65, some former spouses of service members, and certain survivors can use CHAMPUS. So may the families of reserve and National Guard members called to active duty. After paying an annual deductible, beneficiaries of active duty members are responsible for 20% of allowable charges for outpatient care and a small daily fee or \$25.00 whichever is higher for inpatient care. Additionally, beneficiaries of retirees pay 25% for outpatient and inpatient care (after paying an annual deductible). However, some people are not eligible for CHAMPUS, such as active-duty military, parents, parents-in-law, and most persons eligible for Medicare hospitalization insurance. [Ref. 1:pp. 11-14]

For the past decade, the CHAMPUS budget has grown substantially as a result of several factors. First, the

Department of Defense has expanded in size significantly, resulting in a greater number of military personnel whose medical care is the responsibility of the military. Second, there is a rise in total national health care expenditures [Ref. 2:p. I-3,5]. These costs have grown excessively when compared to the acceptable level of inflation, as both personnel costs and technology related with health care services have increased. Also, there is a substantial number of service personnel entering the military with dependents compared to previous years. These additional dependents, especially children, have a tremendous need for medical services. Consequently, this need for health care far exceeds the capacity of overburdened military facilities.

#### B. OBJECTIVES OF THE RESEARCH

For more than three decades, two systems have provided health care for U.S. military beneficiaries: (1) the direct care system, whereby beneficiaries obtain health care services from military treatment facilities (MTF's), and (2) CHAMPUS (Civilian Health and Medical Program of the Uniformed Services), a health program in which eligible beneficiaries receive care from civilian facilities. [Ref. 9:p. v)

The Department of Defense (DoD) now spends approximately \$5 billion a year on medical services. About \$4 billion of this spending covers most of the military treatment facilities (MTF). The cost to DoD of supplying inexpensive medical care,

as well as concern over timeliness of service, has prompted many suggestions for reforming the military health care system.

For the past 10 years, CHAMPUS costs have increased significantly. Inspite of the higher costs, CHAMPUS is not adequate nor fully acceptable because of its coverage limitations, high out-of-pocket costs compared to other forms of insurance, and program complexity. [Ref. 3:p. 1]

Based on the above, the objective of this research is to compare MTF and CHAMPUS costs and to determine whether a given MTF can provide inpatient care to its beneficiaries at lower cost than through CHAMPUS. The analysis provides a method of calculating MTF specialty cost per admission that can be compared to the equivalent specialty cost reported by CHAMPUS.

#### C. RESEARCH QUESTION

The primary question of the thesis is: Can we use inpatient treatment protocols as a basis or methodology for comparing costs between CHAMPUS and an MTF.

A subsidiary question is:

1. Will it be cost-effective to treat beneficiaries in military treatment facilities?

#### D. SCOPE

This thesis will concentrate on two localized areas: (1) Fort Ord Army Hospital (an MTF) in California, and (2) a localized area called catchment, in the vicinity of the military treatment facility. In order for the beneficiaries to use CHAMPUS, they must first obtain an NAS (non-availability statement) that the MTF cannot provide the required care.

The analysis and comparison of costs will be limited to a particular inpatient specialty or procedure, Obstetrics, which FT Ord can provide.

Within the financial records for the catchment area and Fort Ord Army Hospital, the procedure for analysis will focus on Obstetrics costs which were paid for by using CHAMPUS funds in 1990. This is the most recent year for which complete set and relevant data exists. Consequently, and for consistency, the costs to be used for the Ft Ord-MTF (Obstetrics) will be for 1990.

<sup>&</sup>lt;sup>1</sup>This catchment area include all beneficiaries residing near Fort Ord (within 40 mile radius) who use CHAMPUS as their primary insurer for inpatient care.

#### E. METHODOLOGY

ALLEGO PROGRAMMENTS THE WINESE CO.

Normally, participating health care providers bill CHAMPUS, and other government agencies according to a set of standards and codes for each procedure performed.

The research uses data on cost per admission from the CHAMPUS Inpatient Availability Statement (NAS) report. The analysis concentrates on the CHAMPUS cost for NAS (Obstetrics) cases because these cases are the best candidates for recapture. The Inpatient NAS report provides the combined cost of hospital and professional services for NAS cases in 27 hospital specialties.

The MTF cost per admission for obstetrics patients is developed using data from the Medical Expense and Performance Reporting System (MEPRS). MEPRS tracks total costs (hospitalization and physician costs) and occupied bed days (OBDs) by functional work centers. MEPRS data on cost per OBD by work center can be used to calculate cost per admission given information on treatment protocols that identify the number of days the typical patient remains in each MEPRS work center. The cost of each protocol is calculated by summing the product of number of days spent in each work center and corresponding cost per OBD.

#### II. THE MILITARY HEALTH CARE

#### A. OVERVIEW

Both Chapters II and III will further explore the DoD and CHAMPUS programs. These chapters will also note some differences between the two.

#### B. THE MILITARY HEALTH CARE SYSTEM AND ITS PROBLEMS

For many years, military beneficiaries have enjoyed unlimited medical benefits. However, for the past decade these benefits have shrunk for many beneficiaries as the military struggles to bring health care costs under control. Economic and political realities are making it harder to fulfill promises of adequate benefits for service members, retirees, and their dependents [Ref. 4:p. 10]. In addition, deductibles have tripled for CHAMPUS beneficiaries, except for dependents of service members below grade E-5, and dental premiums have gone up as well.

These cutbacks come on top of longstanding complaints of dependents and retirees about military medicine: crowded emergency rooms, long waits for appointments and limited access to dental care. Furthermore, staff shortages have prevented some military facilities from using all their services; some operating suites and intensive care units have been closed. The war in the Persian Gulf exacerbated the

situation, adding reservists' (who were called for active duty) families to those seeking services, while pulling staff away from military hospitals.

The military medical system is confusing for most beneficiaries. Different categories of people, active duty, retirees, and the dependents of each, eligible for different benefits. What they are eligible for is not necessarily what is available at their local installation.

To cope with skyrocketing medical costs, the military is moving towards enrolling CHAMPUS-eligible beneficiaries in networks of doctors who agree to rates set by the government. The consequence is that patients would lose the freedom to choose their own health care provider but would pay less and find more medical staff accessible. [Ref. 5:pp. 12-13]

#### C. UNDERSTANDING MILITARY HEALTH CARE

To understand military medicine, it is important to note that active-duty individuals are treated first before others. Preservation of the fighting force is military medicine's fundamental mandate. Treatment of others comes only if medical staff and resources are available after caring for those in uniform.

Second on the list are dependents of active-duty members, including dependents of reservists on active duty. Retirees and their dependents comes last.

As with any hospital, however, the military's priority list is put aside during emergencies. No one in need of emergency medical care is turned away.

Members on active duty receive free medical care, including hospitalization, medicines, immunization shots, regular physical exams and routine dental care. Also, all military hospitals can treat any member of the seven uniformed services: the Army, Marine Corps, Navy, Air Force, Coast Guard, Public Health Service, and National Oceanic and Atmospheric Administration. And active-duty members who cannot get to a military facility for emergency medical care may be treated at civilian hospitals; the government will pay the bill.

Access to the Department of Defense's medical resources is controlled by DEERS (Defense Eligibility and Enrollment Reporting System). This is the military's computerized roster of people eligible for military benefits; active-duty personnel are automatically listed and family members qualifying as dependents must also be enrolled.

#### D. ACTIVE DUTY DEPENDENTS

Dependents of active-duty members and activated reserves are eligible for treatment at military treatment facilities as long as they are enrolled in DEERS.

Those qualifying as dependents include:

- The spouse and unmarried children (under 21 years of age) of active-duty members;
- Unmarried children over 21 who receive more than 50 percent of their financial support from a military parent (limited to children with physical or mental handicap);
- 3. Unmarried children not yet 23 years old who are full time students at accredited colleges and who must depend on a military parent;
- 4. Parents or parents-in-law who live in a residence provided or maintained by their active-duty son or daughter (in-law) and who receive more than half their financial support from the service member; and
- 5. Unremarried widows and widowers of active duty members or retirees. [Ref. 1:p. 15-20]

Dependents can receive different kinds of medical services at military treatment facilities and this includes but is not limited to: treatment of medical and surgical conditions, physical examinations, prescriptions and non-prescription drugs, maternity and infant care, diagnostic tests and services, emergency dental care, and ambulance service when medically necessary.

#### E. RETIREES' AND THEIR DEPENDENTS

As with active-duty dependents, retirees and their families do not face any charges for outpatient treatment at military treatment facilities.

Enlisted members are not charged for inpatient care while retired officers and warrant officers pay a nominal fee of

\$4.90 a day for meals (for 1991). Spouses and dependents of retirees' are billed \$8.55 a day (for 1991).

Retirees are also eligible for medical care from the Department of Veterans Affairs (VA). Priority is determined as follows:

- 1. First priority (Category A) includes all veterans with service connected disabilities; veterans claiming exposure to Agent Orange while serving in Vietnam; and those veterans claiming exposure to ionizing radiation through occupation in Hiroshima or Nagasaki, Japan following detonation of the nuclear device or through testing of those or other such devices. Veterans such as former prisoners of war are automatically included in Category A. Also included are veterans with an annual income of \$17,240 or less if they have no dependents, or \$20,688 with one dependent, plus \$1,150 for each additional dependent. This group is considered mandatory; and
- 2. Discretionary care that is provided if space and resources are available, covers veterans with disabilities that are not service-connected and whose annual income is between \$17,241-\$22,986 if they have no dependents, or between \$20,689-\$\$28733 with one dependent, plus \$1,150 for each additional dependent. Veterans in this category must pay a deductible equal to what is paid under Medicare, \$628 in 1991. They are also charged \$10 a day for inpatient care, \$5 a day for nursing home care, and \$26 for each outpatient visit. [Ref. 6:pp. 17-18]

#### F. OTHER HEALTH CARE SERVICES

In an effort to reduce and alleviate overcrowding at military treatment facilities, the services have opened a number of medical clinics. These clinics are manned by civilian health care practitioners and under contract to provide primary care to both active-duty and retired military

members and their dependents. The Navy calls its clinics NavCare; the Army and Air Force call them PRIMUS. Eligible members and their dependents may avail themselves of any of these clinics, which offer services free of charge. Services available at these clinics includes treatment for minor illnesses, routine physical exams, diagnostic services, X-rays, prescriptions and laboratory work.

Members on active duty are also entitled to a complete dental care in military dental clinics. Active-duty dependents, including dependents of recalled reservists, retirees and their dependents, in that order of priority, may receive dental care at these facilities on a space-available basis. Such care is free, except that all dependents must pay for prosthetic devices. These charges reflect the cost of the materials and not the personnel costs.

The Department of Defense also offers active-duty dependents in the U.S. and its territories dental treatment by civilian dentists through an insurance plan. The plan provides diagnostic care, oral exams, and preventive care such as fluoride treatments, through participating dentists at no additional charge. The plan pays 80 percent of the other charges and the patient pays 20 percent. [Ref. 7:pp. 1-5]

#### III. THE CHAMPUS PROGRAM

#### A. BACKGROUND

Health care for military beneficiaries is provided through a dual system: The Navy, Air Force, and Army operate 137 hospitals and numerous clinics in the U.S. and overseas. When military treatment facilities cannot provide care for all eligible beneficiaries, their health care needs may be augmented by CHAMPUS, a health insurance plan that reimburses for health care services provided by civilian doctors to military dependents and beneficiaries below the age of 65. [Ref. 9:p. 1]

CHAMPUS was created by Congress to supplement the military's hospitals and clinics and to provide health care to retirees and their dependents who live far away from a military treatment facility.

However, CHAMPUS does not cover all medical procedures. Even in cases of treatments it does cover, CHAMPUS does not automatically reimburse patients for all costs.

#### B. THE CHAMPUS PROGRAM AND ITS PROBLEMS

CHAMPUS has not been without criticism. Complaints have surfaced regarding how much military families must pay and delays in reimbursement.

Increased usage, coupled with sharply rising medical costs, has led CHAMPUS running over budget in recent years. This problem is not unique to the CHAMPUS program and has been experienced by most health insurance programs covering payments to hospitals, doctors, and other health care providers. [Ref. 2:pp. I-8,9]

The CHAMPUS program was designed originally to augment the military hospitals. However, it has become more of an enhancement to the military health care system provided to service members and its eligible beneficiaries. This is evidenced by the increase in its budget and the number of claims filed. In 1989, its total DoD budget was \$2,742.1 million, up from \$2,506.3 million in 1988 [Ref. 2:p. III-3]. In 1989, the number of total claims was 11,657,348, up from 10,678,201 in 1988 [Ref. 2:p. VI-35].

#### C. HOW CHAMPUS PROGRAM WORKS

As with all health care programs, care is generally divided into outpatient and inpatient. Inpatient treatment occurs when an individual is admitted to a hospital with the reasonable expectation that such individual will stay at least 24 hours. Outpatient occurs in a physician's office or clinic, or during a house call.

With CHAMPUS, families are free to choose outpatient care from civilian providers with few restrictions. In the case of inpatient care, beneficiaries must have prior approval to use

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a civilian hospital, or CHAMPUS will not cover the cost. However, under emergency condition this prior approval can be waived. Active-duty beneficiaries and retirees living within the catchment area of a military treatment facility must check there first to see if it can provide the treatment. Again, in emergencies, no one is turned away from a military hospital or clinic.

The catchment area was once the region within a 40-mile radius around a military treatment facility. These areas now are defined by ZIP codes. If the military hospital cannot provide inpatient care, patients may be referred to a civilian hospital. Patients are given written authorization to use civilian facility and the authorization is called a non-availability statement (DD Form 1251).

benefits: Dependents of active duty members; surviving spouses and unmarried children of service members who died while on active duty; spouses and unmarried children of reservists who are ordered to active duty for more than 30 days, and the survivors of reservists who died on active duty; member of the reserves between the ages of 60 and 65 who are qualified to receive retired pay; surviving spouses and children of deceased retirees (spouses who remarry are ineligible unless married to eligible member); and children of active-duty member or retiree up to age 21 if not married, and to 23 years old if not married and in school full time.

As a rule, CHAMPUS coverage automatically ends when a participant turns 65. Most military retirees and their dependents lose CHAMPUS eligibility when they become eligible for Social Security's Medicare program. However, retirees and their dependents keep their privilege for treatment in military hospitals.

#### D. THE CHAMPUS REFORM INITIATIVE

In February 1988, the DoD awarded a contract to Foundation Health Corporation (FHC) to implement the CHAMPUS Reform Initiative (CRI). Costs of running the military health care system in recent years have been escalating rapidly and exceeded \$2.7 billion in fiscal year 1989. To contain these costs and to respond to criticism regarding access to military health care, and improve coordination between military and civilian health care providers, the DoD has developed the CHAMPUS Reform Initiative.

Basically, the most important features of the CRI are the following:

- 1. Selection of several contractors, each responsible for the financing and delivery of CHAMPUS services in an entire area;
- 2. A price fixed prospectively for all covered services delivered to CHAMPUS beneficiaries in the area;
- 3. An alternative to current CHAMPUS, CHAMPUS Prime, that would offer improved coverage of primary care, reduced cost sharing, and simpler procedures to those

beneficiaries who enroll in the plan and use a panel of preferred civilian providers selected by the contractor;

- 4. A Health Care Finder to help beneficiaries obtain appointments in the military facilities, referrals to appropriate civilian providers, and medical record transfers; and
- 5. Resource sharing agreements between each civilian contractor and military hospital in his/her area in which the contractor agrees to provide manpower and other resources needed to increase capacity utilization within these hospitals. [Ref. 3:pp. 1-2]

The CRI is undergoing trials in two states, California and Hawaii. And if its successful, the system will be phased in to other regions of the country in the future.

#### IV. METHODOLOGY

#### A. SOURCES OF DATA

The data used for this research come from two sources. The Fort Ord Army Hospital in Fort Ord, California furnished the MEPRS cost and related data on Obstetrics care for the fiscal year 1990.

The second source was through the Office of Civilian Health and Medical Program of the Uniformed Services (OCHAMPUS) in Aurora, Colorado. OCHAMPUS provided the Health Care Summary Report and Inpatient NAS Reports. The Health Care Summary Report shows CHAMPUS utilization and cost data for the Fort Ord catchment area and the Inpatient NAS Report which was primarily used in this research shows the catchment area utilization and cost data by whether an NAS was required with the 27 hospital specialties.

#### B. OVERVIEW OF MEPRS

The Medical Expense and Performance Reporting System (MEPRS) contains cost and workload performance information for military treatment facilities.

The MEPRS recognizes six general functional areas within an MTF: inpatient, outpatient, dental, ancillary services, support services, and special programs. Support services are laundry service, food service, housekeeping, and other non

medical functions. Ancillary services include clinical laboratory, pathology, radiology, pharmacy, and other related activities that contribute in the proper diagnosis and treatment of admitted patients. Special programs consist of graduate medical education, public health services, and decedent affairs. Within the general functional areas, MEPRS further identifies separate work centers of the MTF in which different services are performed. Therefore, it tracks workload and expenses by these work centers.

Expenses from ancillary and support work centers are reallocated or reassigned to inpatient and other work centers and other final operating accounts. This allocation is the percentage of the ancillary and support workload performed for the work centers. For example, the performance factor for Blood Bank is weighted procedure (see Appendix A for sample of performance factors). If 20% are served for Obstetrics, then 20% of the cost of operating the Blood Bank are allocated to Obstetrics care (work center).

Expense information are entered in the MEPRS in the form of Direct Expense Schedule (DES) and it identifies all expenses directly associated with a given work center.

Workload statistics are recorded into MEPRS in the form of stepdown assignment statistics (SAS) data sets. Each SAS data set is composed of a numerical identifier that is related with a specific workload measure and a list of MEPRS work center and corresponding workload for that work center. Also, other workload information are gathered from numerous sources, including the Automated Quality of Care Evaluation Support System (AQCESS), which provides reports on OBD's by work center; Tri-service Medical Information System (TRIMIS), which provides reports on ancillary workload.

The EAS is the automated system that processes the actual cost allocations from intermediate operating accounts to final accounts. The beginning of the process is the DES that identifies the direct expense of each work center, including ancillary and support work centers. During the stepdown process, the direct expenses of ancillary and support work centers are charged to the inpatient, outpatient, dental, or special programs work centers benefiting from the expenses.

During the final or post-stepdown, expenses from cost pools are allocated to final operating accounts. Cost pools are established when costs are shared by two or more by final operating accounts.

The Final Purification Report identifies the expense distribution from cost pools to final accounts. This report shows the dollar amounts calculated and allocated during purification.

The Computation Summary reveals the breakdown of total work centers expense by direct expense, support costs, ancillary costs, expense from cost pools, and a final purified amount.

#### C. CALCULATING COSTS USING PATIENT TREATMENT PROTOCOLS

To estimate MTF cost per patient admission, MTF physicians must identify major types of hospital admission and develop patient treatment protocol<sup>2</sup> for each.

May [Ref 8] developed a method to estimate the costs. The cost of treating each patient admitted can be determined from the treatment protocols and the cost per OBD for each work center. The cost is estimated as weighted sum of the cost per OBD in each work center where the weights equal the number of days spent in each work center:

Cost per admission = wi\*Ci+...wn\*Cn i=1 to n, where

wi = number of OBD spent in work center i

Ci = cost per OBD in work center i

n = number of work centers.

#### D. MEPRS DATA

Data provided by Fort Ord Army Hospital covered only the inpatient services<sup>3</sup> and work centers that affected the computation of Obstetrics cost. Of the data provided, five reports were used for analysis that are directly related to

<sup>&</sup>lt;sup>2</sup>For this research, a treatment protocol is defined as the number of days the typical patient with a certain diagnosis remains in each MEPRS work center.

 $<sup>^3</sup>$ To date, there are 18 identified inpatient specialties within the Fort Ord Army Hospital (see Appendix J-Inpatient Specialties).

the Obstetrics cases. Referring to Appendix B (Occupied Bed Day Data), this report accounts all the occupied bed days for the inpatient work centers. Appendix C (Direct Expense Report), this report shows the total salary of clinicians working in those particular work centers. Appendix D (Stepdown Schedule) enumerates all the ancillary and support costs allocated to the affected work centers. Appendix E (Final Purification Report) shows the allocated costs to different work centers from the ward cost pools. Appendix F (Computation Summary Report) integrates all the different costs allocated to the work centers.

The MEPRS data provided by Fort Ord Army Hospital are up to September 30, 1990 and considered complete. However, the data provided need to be analyzed carefully because of the system's (MEPRS) inherent limitations. For example, data are collected by functional work center instead of by individual patient. When admitted patients in a given specialty are treated in two or more work centers, cost per admission must be calculated from data on cost per OBD by work center and treatment protocol developed for the specialty. Second, since MEPRS is an allocative system, a work center's share of support and ancillary costs is determined from its relative share of weighted workload. If weights do not capture all differences in resource consumption for ancillary and support costs, then the allocated cost could be different from the

true cost. As a result of these limitations, the cost per admission in a given specialty using patient treatment protocols cannot be truly estimated from the true cost.

#### E. CHAMPUS COST DATA

The data provided by OCHAMPUS particularly the Inpatient Non Availability Statement report is considered complete for the fiscal year 1991. This report provides costs and utilization data for twenty-seven medical specialties. report comprises the following types of admissions: emergency (no NAS required); and non-emergency (NAS required or not required). This feature is very important because in NAS cases, CHAMPUS is the primary insurer and a given MTF generally absorbs all the costs of the admission. cases are the best candidates for recapture. Furthermore, this report excludes the following types of data: CHAMPVA; contractor-denied claims; claims with zero government cost; hospital outpatient care; ambulatory surgery for active duty dependents; and all foreign country data (except Mexico and Canada).

#### F. METHODOLOGY APPLICATION

Applying May's [Ref. 8] methodology on the MEPRS data, we can have a <u>best estimate</u> of the admission cost on different inpatient specialty or services (see Footnote 3) for the Fort Ord Army Hospital. For Obstetrics cases, the total expenses

in fiscal year 1990 is \$2,449,541.00 which include the clinician salaries. The occupied bed days (OBD's) totaled to 4,844 for 1,628 patients admitted (this data was derived from SAS Admissions Report). Dividing 4,844 OBD's by 1,628 patients will result to average length of stay (ALOS) or occupied bed days of about three days (the exact number is 2.975 days). Furthermore, dividing the total expenses of \$2,449,541.00 by the occupied bed days of 4,844 will yield a dollar amount of \$505.69. This is the average cost per OBD in Obstetrics work center. To determine the total cost per admission for Obstetrics using the methodology:

Cost for each admission = wi\*Ci+...wn\*Cn i=1 to n,
wi= 3<sup>4</sup> Ci= \$505.69 n= 1 (see Footnotes 2 and 4).

Therefore, the computed cost for each admission for Obstetrics at Fort Ord Army Hospital when using patient treatment protocol is \$1,504.63. This is the amount used for comparing the cost between MEPRS and CHAMPUS.

For CHAMPUS Obstetrics cases for the year 1990 (see Appendix G, Total All Categories of Beneficiaries section, NAS

For the fiscal year 1990, 99.50% of patients admitted at Fort Ord Army Hospital for Obstetrics care were seen and treated at that work center. The remaining .50%, who were treated by two or more work center, were not included in the analysis because the effect is considered negligible in the final cost per admission.

<sup>&</sup>lt;sup>5</sup>Obstetrics costs used in the computation are costs pertaining to mothers care only. Costs incurred for routine care for newborns are excluded. Similarly, Obstetrics costs incurred by the Fort Ord Army Hospital and used in the computation excludes newborn costs.

required), the total government cost is \$314,365 for a total of 98 inpatient admissions. Dividing the total government costs by 98 total admissions will yield \$3,207.80 average government cost per admission. The total hospital days or total occupied bed days is 272, divide this by total admissions will yield an average length of stay or average OBD of 2.77. Furthermore, dividing \$3,207.80 by the average OBD or length of stay will yield \$1,155.75 average government cost per occupied bed day.

#### V. DISCUSSION AND ANALYSIS

#### A. CHAPTER OVERVIEW

When to recapture? In order to answer this very important question when considering shifting (recapturing) CHAMPUS workload to a particular treatment facility, one has to explore the following issues that may affect the overall results of patients recapture. The primary goal of comparing CHAMPUS and MTF costs is to ascertain whether a given MTF can provide inpatient care at a lower cost than through CHAMPUS. However, the potential savings related to recapturing CHAMPUS workload vary significantly between patient to patient.

First, the potential savings that could be derived from shifting CHAMPUS workload is dependent upon recaptured admissions because CHAMPUS coverage varies by status of patients and private insurance coverage. For eligible dependents who have private insurance, CHAMPUS is considered a secondary insurer. Therefore, it only pays charges not covered by the dependent's insurance. [Ref. 9:pp. 4-8]

Second, many eligible dependents are considered transparent to the military health care system due to their infrequent use or non-use of military facilities or CHAMPUS for some or most of their health care needs. Therefore, drawing this population will increase the workload of the

military treatment facilities. And, since this population are viewed as ghosts by the military system, the potential gain in number may not reduce the CHAMPUS workload in equal number. In other words, cost advantage in favor of the MTF that exists per admission would be eventually offset by disproportionate increases in MTF workload. [Ref. 10:p. 1]

Another issue to consider when recapturing is the potential effect on some aspects of medical care, as well as the overall satisfaction on the part of the recaptured population. By increasing the number of patients seen within a particular specialty, the access to that health care service would probably be affected not only in terms of longer lines (waiting to make an appointment or follow-up) but also the equality of time spent by the physician with his or her patient. Also, when recaptured, patients who are used to shopping for health services outside the MTF may no longer have any option available to them to see a particular specialist or doctor they prefer (exceptions are emergency conditions) and in some cases this will cause patient dissatisfaction.

#### B. AWALYSIS

Based on the data derived from MEPRS and OCHAMPUS, a summary of the computation is created to show the final costs and workload for the Obstetrics care incurred by the Fort Ord Army Hospital and CHAMPUS for FY 1990.

Referring to Appendix I, the average cost per admission at the MTF level is about \$1,504.00. This number represents the average cost for inpatient care provided for one Obstetrics specialty patient. Again, this sum was derived by multiplying the average cost per occupied bed day, \$505.69, by the average length of stay, which is 2.975 days.

The CHAMPUS cost on Obstetrics care per admission within the Fort Ord catchment area is about \$3,207.00 and this number is derived from the CHAMPUS NAS Inpatient Report.

Based on the above there is a significant cost difference between the two programs. The net difference of \$1,703 for each patient admission could represent a substantial savings if these Obstetrics patients (NAS required) were recaptured and treated within the military treatment facility.

It should be noted, however, that the remaining 17 medical specialties within the Fort Ord Hospital were not compared and analyzed. Thus, the potential savings from these specialties and what their impact could be on the overall CHAMPUS for the catchment area cannot be truly ascertained. Despite this, it is widely accepted that military treatment facilities of any size can deliver health care service at lower cost. If this is so, the potential savings in recapturing patients under different types of medical specialties can be substantial not only to the overall CHAMPUS budget for the Fort Ord catchment area but also to the rest of catchment areas within the CHAMPUS program.

Based on the data analyzed in this research, shifting CHAMPUS Obstetrics (NAS required) cases back to the Fort Ord Army Hospital could have significantly reduced the overall CHAMPUS cost for the Fort Ord catchment for FY 1990. This potential savings represents a reduction in expenditures of almost 76 percent of the grand total of CHAMPUS and patients costs in all Obstetrics categories in the Fort Ord area. These categories are emergency medical treatment (no NAS required), inpatient care where no NAS is required, and inpatient care where NAS is required. Similarly, when the OBD cost on Obstetrics was compared to the CHAMPUS cost for FY 1990, the difference was almost a 50% in favor of MTF.

associated with any form of medical specialty recapture. And these costs are considered significant. Example of these costs are salaries of new doctors, additional ancillary costs, and other support costs. In the case of Fort Ord Army Hospital, a practical way to measure and to forecast future costs when recapturing Obstetrics patients are the use of established cost per occupied bed days. These costs are considered a good measure when comparing future costs since the OBD cost is composed of average cost incurred by the military hospital for doctors salaries, ancillary services, and other support costs for that work center.

Furthermore, in analyzing the results of the data contained in this research, there are various reasons for

increases in number of CHAMPUS Obstetrics patients being referred to the civilian facilities, as well as increases in costs both for the CHAMPUS and patients within the Fort Ord catchment area.

Currently, there are constraints in the supply of military physicians within Fort Ord Army Hospital not only in Obstetrics specialty but also in most clinical areas of the hospital. This situation is not unique to Fort Ord and is being experienced by other military treatment facilities as Since this is not unique to Fort Ord it is expected that some services have to be cut back and some have to be closed due to lack of necessary resources. Also, in addition to its requirement to provide health care to eligible beneficiaries, the military hospital is also mandated by higher authorities to support any national contingencies. For example, during the Persian Gulf crisis, a large number of medical personnel stationed at the hospital were sent to the area to support deployed personnel. And in anticipation of future casualties the hospital reduced and/or cut back some of its services available to eligible beneficiaries in the catchment area. This action by the hospital, preserving and conserving, some of its resources for contingencies, have resorted to more outside referrals of patients not only Obstetrics care but of other specialties as well. In FY 1990, the majority of patients (Obstetrics with NAS authorization)

who were referred to outside providers were dependents of active duty personnel. Therefore, the bulk of the total cost was absorbed by the government.

It should be noted that in cases where a patient is seen by a nonparticipating provider, the cost in excess of allowed CHAMPUS amount must be paid by the patient. This plus the cost associated with yearly deductible payments will tend to increase the overall cost paid by the patient. So in reality, CHAMPUS covers less than 100 percent of the reported costs for active-duty dependents and covers less than 75 percent of the costs for retiree families. But since most of the civilian providers participate in CHAMPUS, thus agreeing to absorb costs in excess of the allowed CHAMPUS charges, the total costs reported and analyzed in this research approximates the allowable charges.

Another reason in increased cost is the medical status of the patient itself. Patients are automatically referred to civilian providers when specialized care is needed because of some complications in their pregnancy and Fort Ord Army Hospital cannot provide the appropriate care. However, the correct number of these patients (with complications) cannot be obtain since their inpatient records were not screened for this purpose. At any rate, any kind of specialized care, if it were needed and obtained, will undoubtedly increase the cost of Obstetrics care. Thus, the potential savings calculated maybe overstated.

There is also the question of patient's proximity to the Fort Ord Army Hospital. There are cases where beneficiaries live in the outermost perimeter of the catchment area thereby access to the care needed is prohibitive. In these cases where geographic considerations have to be considered, the prudent choice by the military hospital is to refer them to the nearest civilian provider.

### VI. CONCLUSIONS AND RECOMMENDATIONS

## A. CONCLUSIONS

The methodology described in this research provides a <u>best</u>
<u>estimate</u> in comparing Obstetrics costs between a military
treatment facility and CHAMPUS. The CHAMPUS cost per patient
admission can be derived from the CHAMPUS Inpatient NAS
Report. The military treatment facility's cost can be
constructed using patient treatment protocols, which describe
the hospital stay by work center for different categories of
patients, and cost per occupied bed day estimates from MEPRS.

An important requirement when using this methodology, thowever, is the determination of relevant clinical specialties and the proper use of treatment protocols. Another requirement is the accuracy of workload data and costs data used in MEPRS.

By comparing MTF and CHAMPUS costs, a given military treatment facility can identify those specialty areas in which to reduce costs either by increasing the MTF's workload (use of recapture and/or normal increase of appointments) or increasing referrals to outside providers. Similarly, additional recapture of different types of medical specialties must also be based on the requirements of the MTF,

availability of resources and consideration on the needs of a given specialty population.

Based on the computations performed in Chapter IV and the analysis conducted in Chapter V, it can be concluded that recapturing and treating eligible beneficiaries at Fort Ord Army Hospital has a cost saving potential. In FY 1990, in the case of Obstetrics specialty, the MTF could have saved approximately \$1,703.00 per admission if these patients were recaptured.

However, when considering recapture, the overall mission capability of a given MTF must be seriously taken in to account. For example in FY 1990, in the case of the Fort Ord Army Hospital, the hospital has experienced shortages in military doctors especially in the Obstetrics and Gynecology specialty. This situation can be attributed to the longstanding manning constraint within the DoD health care system and which to some extent exacerbated by the war in the Persian Gulf when large number of the hospital's medical personnel have to leave to support deployed military personnel. Consequently, for that year, the military hospital resorted to more referrals of Obstetrics patients to outside health care providers.

Another aspect in a recapture that is very important are the high costs related to any patients needing specialized health care. If the additional costs to be incurred in specialized services are more than the savings to be realized, then it would probably be cost-effective to leave these patients unrecaptured.

Also, use of OBD's as a gauge on forecasting savings in costs must be done with caution since derivation of historical costs may not truly reflect the future costs.

Finally, in light of the constraints placed on Fort Ord Army Hospital, as well as to other military treatment facilities within DoD, it would be prudent now to address any aspects of cost containment since the overall cost of providing military health care is rapidly escalating.

## B. RECOMMENDATIONS

This research has analyzed and compared the costs of one medical specialty, Obstetrics, between a military treatment facility and its catchment area. Based on the data analyzed, it is evident that a significant savings could be realized when patients are recaptured back to the MTF. However, before attempting to shift major CHAMPUS workloads, by recapturing other specialties, a further study should be conducted in order to ascertain the full impact of the possible change, and to make sure that these changes are warranted. It should be noted that potential savings related with shifting CHAMPUS workload back to the MTF can vary because of dependents' status, private insurance coverage, and other costs associated

with any recapture (i.e., additional salaries for new doctors, expected increase in ancillary and support costs, etc.).

Therefore, it is recommended that:

- 1. Cost analysis of the remaining 17 medical specialties, in the case of Fort Ord Army Hospital, be conducted and compared to the other CHAMPUS specialties within the Fort Ord catchment area. Such a study should cover a four to five year span in order to determine if there is a growing trend.
- 2. A study should also be conducted, in conjunction with the above recommendation, on number and status of beneficiaries carrying any private insurance within the catchment area. If there is a significant number of beneficiaries having private insurance coverage, then it would probably be cost-effective to leave this population unrecaptured.

# APPENDIX A

# EXAMPLE OF PERFORMANCE DESCRIPTIONS

FORT ORD ARMY HOSPITAL, FY 1990

ACCT	DESCRIPTIONS PE	RFORMANCE DESCRIPTION
DAA	PHARMACY	WEIGHTED PROCEDURE
DBA	CLINICAL PATHOLOGY	WEIGTED PROCEDURE
DBC	BLOOD BANK	WEIGHTED PROCEDURE
DCA	RADIOLOGY	WEIGHTED PROCEDURE
DDA	ELECTROCARDIOGRAPHY	PROCEDURE
DDD	PULMONARY FUNCTION	WEIGHTED PROCEDURE
DEA	CENTRAL STERILE	HOURS OF SERVICE
	SUPPLY	
DFA	ANESTHESIOLOGY	MINUTES OF SERVICE
DFB	SURGICAL SUITE	MINUTES OF SERVICE
DHD	PHYSICAL THERAPY	VISIT
DGA	SAME DAY SURGERY	MINUTES OF SERVICE

APPENDIX B

STATISTICAL DATA SET (OCCUPIED BED DAY DATA)
FORT ORD ARMY HOSPITAL, FY 1990

UCA CODE	QTR 1	QTR 2	QTR 3	QTR 4
AAAA	1452	1203	1170	1332
AAFA	0	4	8	4
AAHA	210	253	220	245
AAJA	6	13	7	39
ABAA	805	868	1022	920
ABCA	46	59	42	21
ABEA	46	41	46	0
ABFA	130	191	160	142
ABGA	160	147	201	151
ABKA	227	301	156	4
ACAA	245	356	355	315
ACBA	1306	1011	1168	1359
ADAA	490	429	404	422
ADBA	893	782	866	839
AEAA	604	871	1008	934
AEBA	79	132	109	152
AFAA	921	1047	863	888
AGAA	243	309	329	302
AGBA	3	10	1	1
AGCA	585	732	821	683
AGDA	152	79	82	78
AGEA	20	49	61	16
AGFA	0	0	0	26
AGGA	3	4	0	23
AGHA	231	196	280	291

## APPENDIX C (DIRECT EXPENSE REPORT) .

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## APPENDIX F (COMPUTATION SUMMARY)

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MOTE: REFER TO PAGE 1 (SPECIFICATIONS PAGE) OF THIS REPORT FOR CLARIFICATION OF THE DATA WHICH APPEARS ON THIS REPORT.

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NOTE: REFER TO PAGE 1 (SPECIFICATIONS PAGE) OF THIS REPORT FOR CLARIFICATION OF THE DATA WHICH APPEARS ON THIS REPORT.

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\*\* CARE FOR BENEFICIARIES RESIDING WITHIN THE CATCHNENT AREA OF AN INPATIENT MMSS MEDICAL TREATMENT FACILIT\*\*.

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MOTE; REFER TO PAGE 1 (SPECIFICATIONS PAGE) OF THIS REPORT FOR CLARIFICATION OF THE DATA WHICH APPEARS ON THIS REPORT.

# APPENDIX H (HEALTH CARE SUMMARY)

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DEPNI OF ACT BOTT SPONSOR RETTREE DEPNI OF RET OR DEC SPONSOR HUMBER OF VISITS NUMBER OF NON-VISIT SERVICES TOTAL PATIENT COST TOTAL PATIENT COST TOTAL GOV! AND PATIENT COST	1,516 7,635	16,977 16,977	21,300 67,888	1,375	<b>21,821</b>	15,308 25,901	14,869 7,349 22,218
III TOTAL INPATIENT SERVICES				_		••	
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DEPAT OF RET OR DEC SPONSOR	12,103	7 <b>6 - 8</b> 6 <b>9</b>	120.175	1,60	263,613	33,529	584,080 13,530
TUIAL PATIENT COST TOTAL GOVT AND PATIENT COST AVG GOVT COST PER ADMISSION	13,754 4,036.00 807.20	9,608.50	a 165 1 2 3 3	1,352	3446543	6,219.80	5,215.05
		1,182.58	1,035.99	0.00	1,226.11	746.64	894.47
IV OUTPATIENT PROFESSIONAL SERVICE OF HE MENEFICIARIES DEPNI OF ACT DUTY SPONSOR	.E3 864	53	660	20	1,852	298	1,17.
	/165 113	3 <u>5</u> 1 5	380 88 195	<b>12</b>	1,552	94 144	23.7
HUMBER OF VISITS HUMBER OF NON-VISIT SERVICES	1,014 - 736	213 294	1:363	33	2,410 35,642	949 870 69.825	2,513 2,091 145,843
NEITHER HET OR DEC SPONSOR HAMBER OF VISITS HAMBER OF WISITS HAMBER OF HON-VISIT SERVICES TOTAL GOVERNMENT COST TOTAL GOVERNMENT COST TOTAL GOVERN AND PATTENT COST AVG GOVE COST PER VISIT	76,533 102,756	\$\$:¥\$¥	202,052	2,461	306, 991	32 764 91 769	169.025 214,866
AVG GOVT COST PER VISIT  V OUTPATIENT CARE COST SHARED AS	75.48	122.16	111.12	57.12	91.95	62.09	<b>58</b> .0
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VI TOTAL INPATIENT AND OUTPATIENT	U F CARE	U	U	Ū	ŭ	Ū	ı
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DEPNT OF RET OR DEC SPONSOR	'\$\$ 114	102 - 19	360 197	7 (2)	262 501 485 188	96 147 92 . 624	724.938
DEPAID OF ALT DOTY SPONSOR  RETTREE  DEPAIT OF RET OR DEC SPONSOR  OTAL GOVERNMENT COST  UTAL PATTENT COST  TOTAL COVERNMENT COST  NOTE: REFER TO PAGE I ISPECIFICATI	88,640 27,872	107,000 137:284	\$27:292	3,453	158:178	156.706 149.232	82,550 812,480
HOTE: REFER TO PAGE TO SPECIFICATI	IONS PAGET OF	THIS REPORT FOR	CLARIFICATIO	N OF THE DATA H	HICH APPEARS	ON THIS REPORT.	

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· 1000 · 10 300146	********	****** CATEGO	ORY OF CARE **	*******	*********	******	******
I IMPATIENT HOSPITAL SERVICES	DENTAL	OBSTETRICS	GYNECOLOGY	OPHTHALHOLOGY	PSYCHIATRY GROUP I	PSYCHIATRY GROUP 2	SPECIAL PEDIATRICS
) USER BEHEFICIARIES DEPNT OF ACT DUTY SPONSOR RETIREE	0 0 0	106	25 2 9	3	47 26	34 28 2	1,
) USER BEHEFICTARIES DEPNT OF ACT DUTY SPONSOR DEPNT OF ACT DUTY SPONSOR DEPHTOF RET OR DEC SPONSOR TOTAL MOSPITAL ADMISSIONS AVERAGE LENGTH OF STAY IDAYS I AVERAGE LENGTH OF STAY IDAYS I TOTAL GOVERNMENT COST TOTAL PATIENT COST TOTAL PATIENT COST TOTAL GOVT AND PATIENT COST AVG GOVT COST PER ADMISSION AVG GOVT COST PER ADMISSION	0.00 0.00 0.00	112 307 2 · 74 0 · 84 208 · 435 8 · 437	25 100 4 - 00 0 - 23 71 - 83 6 - 280	1.671 0.420 8,425	152 1,096 21.08 3.00 462,841 45,826	23.68 23.68 216.21 216.4125	19.7 0.7 476,67 3,45.
TOTAL GOVE AND PAFIENT COST AVG GOVE COST PER ADMISSION AVG GOVE COST PER DAY	0.00	1,861.03 1,861.03 678.94	2,073.24 2,073.24 718.31	8,795 2,806.67 1,684.00	508,067 8,900.79 422:30	238,531 6,364.88 268.83	480,10 31,778 1,610
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APPENDIX I

# SUMMARY OF COSTS/WORKLOAD

	Total Exp	OBD's	Cost Per OBD's	-		ALOS
MEPRS	2449541	4844	505.69	1628	1504.63	, 3.0
CHAMPU	s 314365	272	1155.75	98	3207.80	2.77

# APPENDIX J

# INPATIENT SPECIALTY FORT ORD ARMY HOSPITAL, FY 1990

UCA CODE	DESCRIPTION
AAAA	INTERNAL MEDICINE
AABA	CARDIOLOGY
AAFA	GASTROENTEROLOGY
ААНА	INTENSIVE CARE MICU
AAJA	NEUROLOGY
ABAA	GENERAL SURGERY
ABCA	INTENSIVE CARE SICU
ABEA	OPTHALMOLOGY
ABFA	ORAL SURGERY
ABGA	OTORHINOLARYNGOLOGY
ABKA	UROLOGY
ACAA	GYNECOLOGY
ACBA	<b>OBSTET</b> RICS
ADAA	PEDIATRICS
ADBA	NURSERY
AEAA	ORTHOPEDICS
AEBA	PODIATRY
A <b>FAA</b>	PSYCHIATRY

## APPENDIX K (GLOSSARY)

- 1. MTF Military Treatment Facility (same as Military Hospital)
- 2. DoD Department of Defense
- 3. ALOS Average Length of Stay
- 4. FY Fiscal Year
- 5. OBD Occupied Bed Day
- 6. NAS Non Availability Statement
- 7. CHAMPUS Civilian Health and Medical Program of the Uniformed Services
- 8. DEERS Defense Eligibility and Enrollment Reporting
  System
- 9. MEPRS Medical Expense and Performance Reporting System

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